

Architecting Government for the Next Generation

Peter Barth
Ann Boynton
Mary Fernandez
George Valverde

The Public interacts with the State

- As a service provider
 - Have to use the service
 - No private sector alternative
- As a prospective employer
 - One of the biggest employers in the country
 - Unlimited potential for advancement
 - Great benefits

California Government

Health and Humans Services Secretary
State Council-Developmental Disabilities
Emergency Medical Services Authority
Statewide Health Planning & Development
Department of Aging
Commission on Aging
California Senior Legislature
Department of Alcohol & Drug Programs
Children & Families Commission
Department of Health Care Services
Department of Public Health
California Medical Assistance Commission
Managed Risk Medical Insurance Board
Department of Developmental Services
Department of Mental Health
Dept of Community Services & Development
Department of Rehabilitation
State Independent Living Council

Department of Child Support Services
Department of Social Services
Business Transportation & Housing, Secy
Department of Alcoholic Beverage Control
Alcoholic Beverage Control Appeals Board
Department of Financial Institutions
Department of Corporations
Dept of Housing & Community Development
California Housing Finance Agency
Office of Real Estate Appraisers
Department of Real Estate
Department of Managed Health Care
California Transportation Commission
Department of Transportation
High-Speed Rail Authority
Office of Traffic Safety
Dept of the California Highway Patrol
Department of Motor Vehicles

....more government

Resources, Secy
Special Resources Programs
Tahoe Conservancy
Environmental Protection Program
California Conservation Corps
Colorado River Board of California
Department of Conservation
Department of Forestry & Fire Protection
State Lands Commission
Department of Fish & Game
Wildlife Conservation Board
Department of Boating & Waterways
Coastal Commission
State Coastal Conservancy
Native American Heritage Commission
Department of Parks & Recreation
Santa Monica Mountains Conservancy
SF Bay Conservation & Development Comm

San Gabriel/Lower LA River/Mtns Consvcy
San Joaquin River Conservancy
Baldwin Hills Conservancy
Delta Protection Commission
San Diego River Conservancy
Coachella Valley Mountains Conservancy
Sierra Nevada Conservancy
Department of Water Resources
Environmental Protection, Secy
Air Resources Board
Integrated Waste Management Board
Department of Pesticide Regulation
State Water Resources Control Board
Department of Toxic Substances Control
Environmental Health Hazard Assessment
State & Consumer Services, Secy
Science Center
Department of Consumer Affairs, Boards
Department of Consumer Affairs, Bureaus

...and more

Seismic Safety Commission, A. E. Alquist
Department of Fair Employment & Housing
Fair Employment & Housing Commission
Franchise Tax Board
Department of General Services
Victim Compensation/Government Claims Bd
State Personnel Board
Public Employees' Retirement System
State Teachers' Retirement System
Department of Technology Services
Labor & Workforce Development, Secy
Employment Development Department
Workforce Investment Board
Agricultural Labor Relations Board
Department of Industrial Relations
Peace Officer Standards & Training Comm
State Public Defender
Arts Council

Public Employment Relations Board
Department of Personnel Administration
Citizens' Compensation Commission
State Compensation Insurance Fund
Board of Chiropractic Examiners
Board of Pilot Commissioners
Horse Racing Board
Department of Food & Agriculture
Fair Political Practices Commission
Political Reform Act of 1974
Public Utilities Commission
Seismic Safety Commission
Electricity Oversight Board
Milton Marks Little Hoover Commission
Commission on the Status of Women
Law Revision Commission
Commission on Uniform State Laws
Bureau of State Audits
Department of Finance

...and more

Commission on State Mandates
Office of Administrative Law
Military Department
Department of Veterans Affairs
Victim Compensation/Government Claims Bd
Corrections and Rehabilitation
Legislature
Legislators Retirement Sys Contributions
Legislative Counsel Bureau
Judicial Branch
Commission on Judicial Performance
Judges' Retirement System Contributions
Governor's Office
Office of the Chief Information Officer
Office of the Inspector General
Office of Planning & Research
Office of Emergency Services
Office of the Lieutenant Governor

Department of Justice
Educational Facilities Authority
State Controller
Department of Insurance
State Lottery Commission
Gambling Control Commission
State Board of Equalization
Secretary of State
State Treasurer
Debt & Investment Advisory Commission
Debt Limit Allocation Committee
Industrial Dvlmt Financing Advisory Comm
Tax Credit Allocation Committee
Alt Energy & Advanced Trans Fin Auth
Pollution Control Financing Authority
Health Facilities Financing Authority
Urban Waterfront Restoration Fin Auth
School Finance Authority

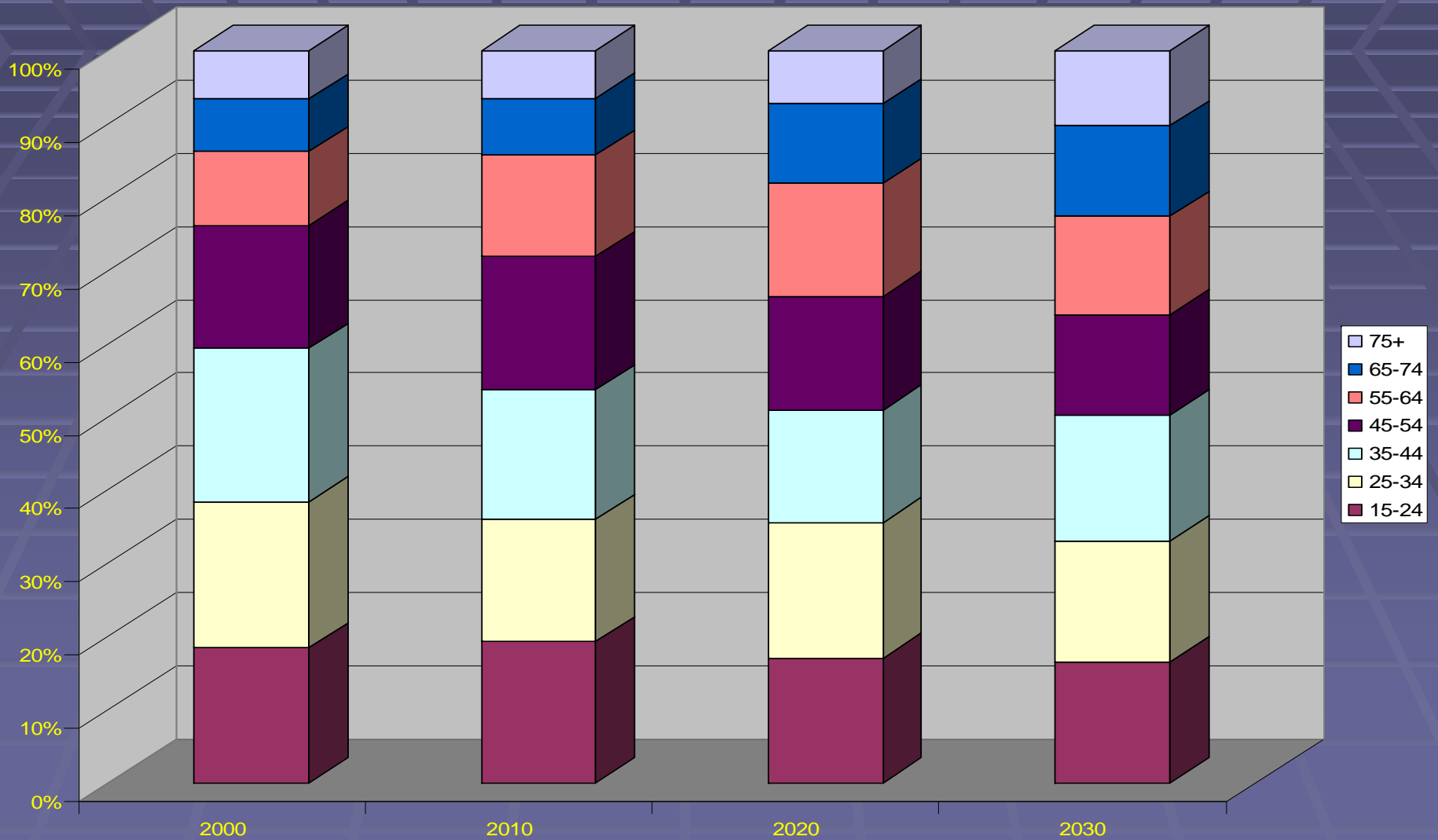
But realistically...

- Department of Motor Vehicles
- Franchise Tax Board
- Parks and Recreation
- Fish and Game
- Conservancies
- Lottery
- UC/CSU/CCC
- California Highway Patrol
- Caltrans

But there are others too

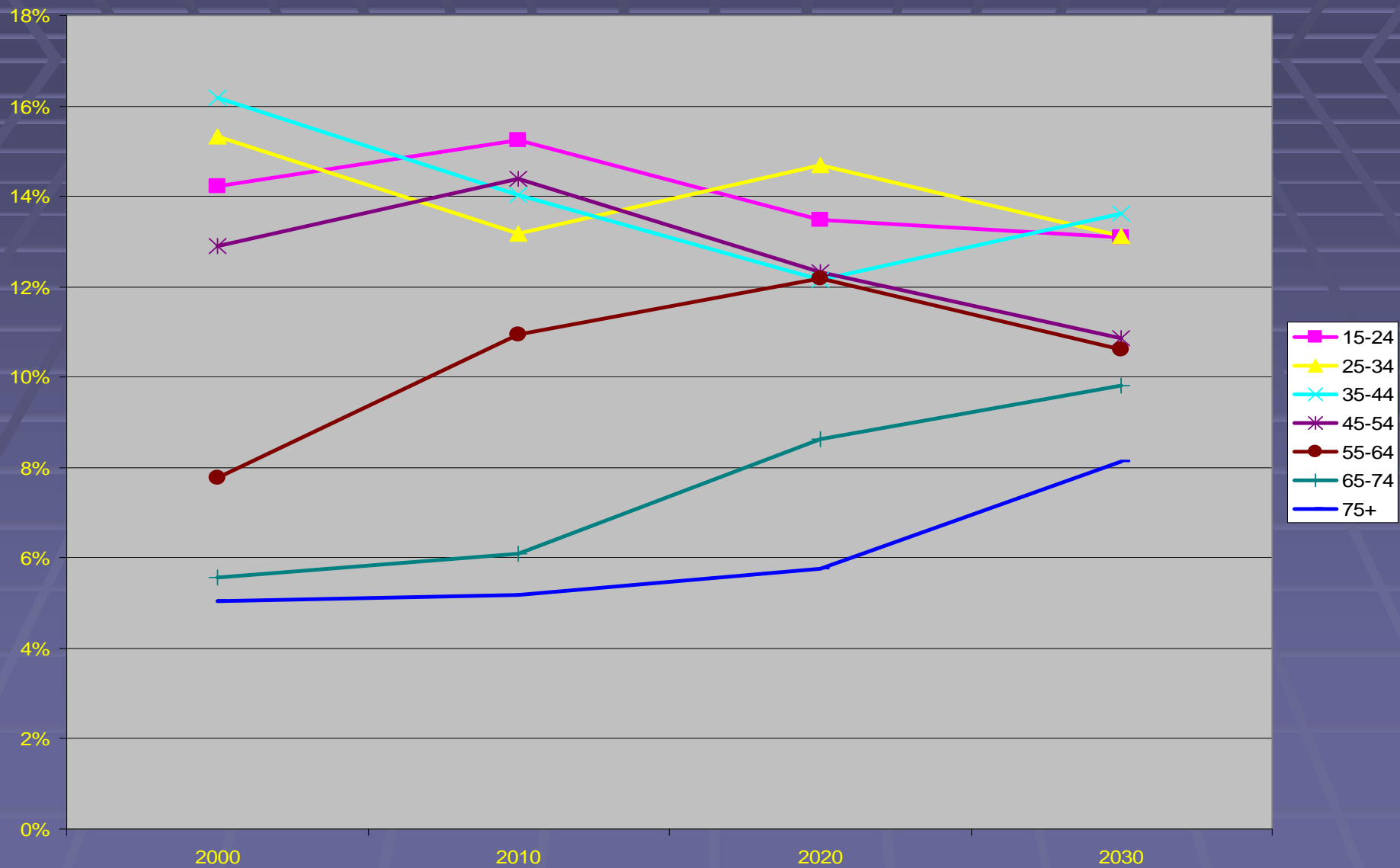
- Elderly
- Unemployed
- Poor uninsured
- 48% of California births are Medi-Cal
- Licensed professionals
- Local governments
- Felons

Percentage of CA Population > 15 years old



Data: Department of Finance

Percentage of Population



Expectations of customers

- Not competing against private sector
- Judged against it
- Tax dollars or fees support us

***DMV** Driving Change*

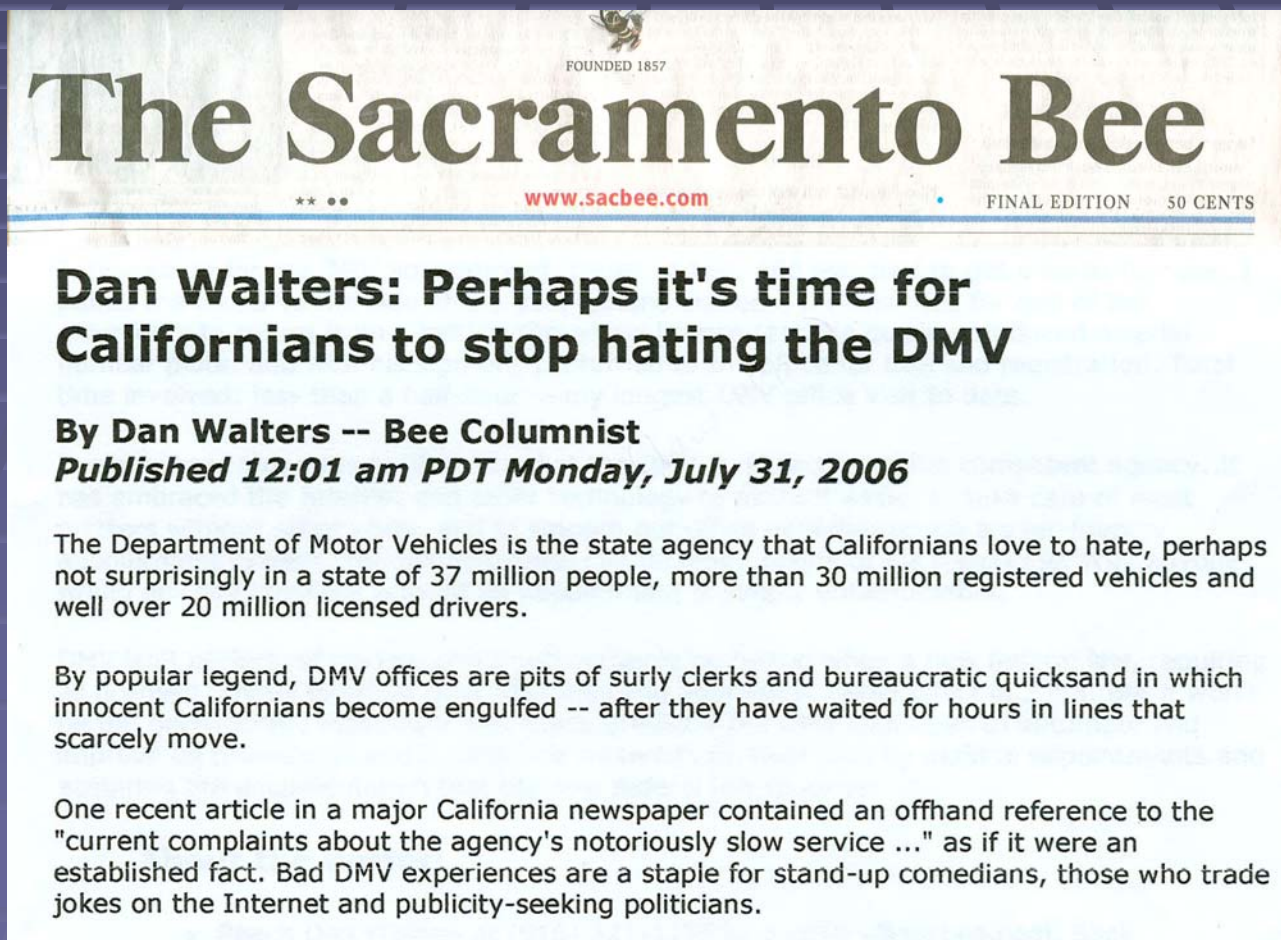
George Valverde
Director

***DMV** Driving Change*

2003

- Longer wait times (1-2 hours)
- Slow customer service
- Web presence non-existent

DMV Driving Change



The Sacramento Bee

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Dan Walters: Perhaps it's time for Californians to stop hating the DMV

By Dan Walters -- Bee Columnist
Published 12:01 am PDT Monday, July 31, 2006

The Department of Motor Vehicles is the state agency that Californians love to hate, perhaps not surprisingly in a state of 37 million people, more than 30 million registered vehicles and well over 20 million licensed drivers.

By popular legend, DMV offices are pits of surly clerks and bureaucratic quicksand in which innocent Californians become engulfed -- after they have waited for hours in lines that scarcely move.

One recent article in a major California newspaper contained an offhand reference to the "current complaints about the agency's notoriously slow service ..." as if it were an established fact. Bad DMV experiences are a staple for stand-up comedians, those who trade jokes on the Internet and publicity-seeking politicians.

***DMV** Driving Change*

21st Century Innovation

- Service (wait times now 20-25 min)
 - Enhance service to our customers
- Safety
 - Enhance safety of motoring public
- Security
 - Strengthen validity, security of information
- Protection
 - Enhance consumer protection

DMV Driving Change

Moving Forward: 2008 and beyond

- WSI (Web site infrastructure)
- ITM (IT Modernization)
- Consolidation and Segmentation
- Enterprise-wide Management

***DMV** Driving Change*

WSI (Web site Infrastructure)

- Creates “one-stop shop” for customers
- Secure, password-protected
- Integrates all Internet programs
- Infrastructure in place by 3rd quarter 2008

DMV Driving Change

ITM (IT Modernization)

- Legacy programs/database upgrades
- Result: System easily modified and supported
- Phased implementation strategy

DMV Driving Change

Enterprise Management

- ITM and WSI = better delivery systems
- Active oversight of portfolio projects

DMV Driving Change

Consolidation and Segmentation

- Better efficiency
- Less duplication
- Paperless operations

DMV Driving Change

Save Time. Go Online.

DMV.ca.gov
DRIVING CHANGE

DMV Driving Change

The New York Times

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THURSDAY, NOVEMBER 22, 2007

YouTube, MySpace and California's D.M.V.

By JENNIFER STEINHAUER

LOS ANGELES, Nov. 21 — As YouTube videos go, Kyle's driving test has nothing on Gizmo, the toilet-flushing cat.

But the California Department of Motor Vehicles remains convinced that its 55 videos running on the Web site will make roads a better place to travel, or at the very least, help new drivers to embrace the logic of a traffic circle.

The foray into video sharing, supplemented by the department's page on MySpace.com, is meant to pull in drivers of all ages with driving tips, traffic trivia and, perhaps inadvertently, life advice, dispensed as the Tao of intersections.

"You have to accept right of way when it is yours," Anita says from the Visalia office.

The most popular videos are those that explore the top 10 reasons that people fail driving tests. There is abundant instruction on the meaning of dotted white lines, parallel parking and blind spots, much of it set to music apparently performed by an '80s glam rock cover band. Actors simulate parking gone wrong and other driving misadventures.

Since the department's effort at youtube.com/californiadmv began last month, some of the clips have been viewed nearly 5,000 times. In comparison, "Gizmo Flushes" has been viewed 3.4 million times over the last 18 months.

"We are always looking at ways to reach people, teens especially," said a department



The video "Sharing the Road No. 6 — Motorcycles," one of 55 on YouTube from the California Department of Motor Vehicles.

spokeswoman, Jan Mendoza. "And let's face it, the Internet is huge. We thought it would be really cool since YouTube is free."

Visitors to myspace.com/californiadmv can "Ask George" questions about all manner of things vehicular, like: "Is it illegal to drive under the speed limit on the freeway? It sure seems unsafe."

And: "I was recently issued a traffic citation. Is it possible for me to pay for it online?"

People can also register to vote and conduct D.M.V. business.

"It is kind of a compliment to

the YouTube," Ms. Mendoza said.

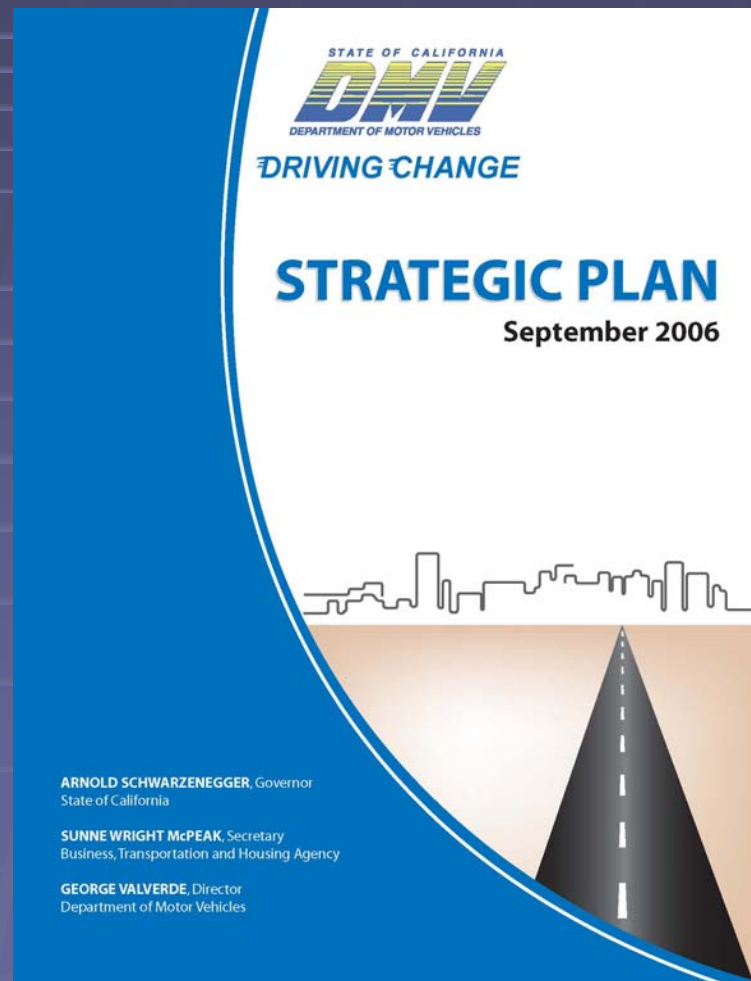
As is perhaps less than surprising for a D.M.V. MySpace page, the department has fewer than 40 friends. One has made positive comments about the program, posting, "D.M.V. has made great strides in customer service and has broken that old stereotype!!"

But that person is Ms. Mendoza, whose own MySpace page shows her in full rodeo regalia.

Oh, and "Kyle" fails his driving test, a bit of news that he absorbs like the soap opera star he may someday be. No matter. He has a bunch of department videos to set him on his way.

DMV Driving Change

Preparing for the Future

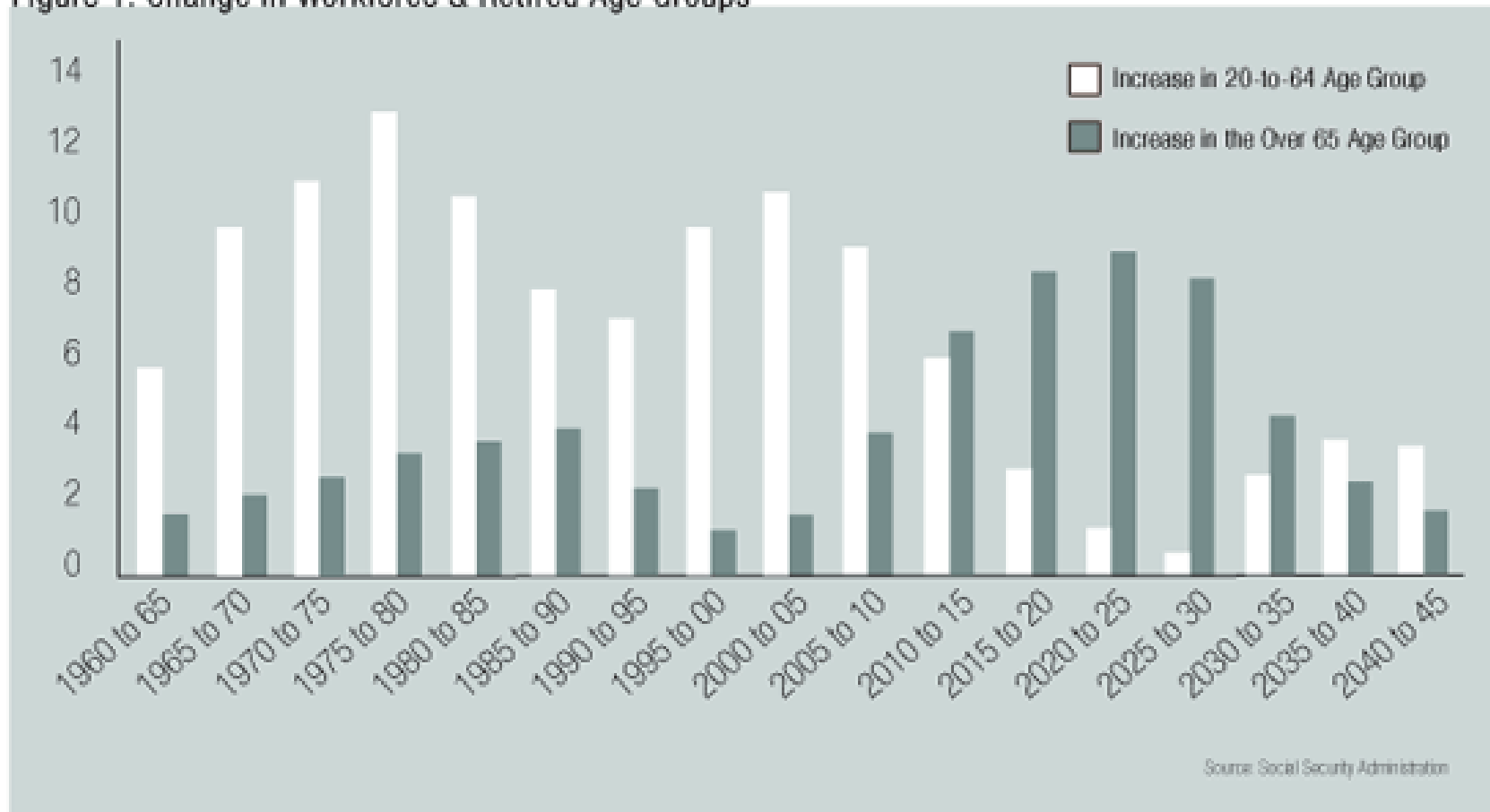


Mary S. Fernandez

State Personnel Board

The Aging U.S. Workforce

Figure 1: Change in Workforce & Retired Age Groups



Source: "Preparing for Baby Boomer Retirement," June 2005, James J. L'Allier, Ph.D. & Kenneth Kolosh

National Workforce Trends

- The current workforce is aging.
- Fewer candidates are in the pipeline to succeed the retiring baby boomers.
- Replacement workers will have different expectations, needs, and styles.
- Recruitment and retention will be challenging due to competition.
- There will be a significant loss of institutional knowledge and expertise as experienced workers retire.

Workforce Demographics

- 22% of the US labor force is over 50 versus 34% for California
- 10% of the US labor force is over 55 versus 17% for California
- 48% of the US labor force is comprised of Baby Boomers and older employees, versus 68% for California

Sources: U.S. Census Bureau & State Personnel Board

Percent of State Workers over 50 in Selected Occupations

Department	Percent of State Workers over 50 in 2002	Percent of State Workers over 50 in 2004	Percent of State Workers over 50 in 2007
Agriculture and Conservation	22	28	32
Office and Allied	32	35	39
Custodian and Domestic	39	42	46
Education and Library	62	67	71
Engineering	30	34	45
Fiscal, Management, Staff Services	33	36	41
Legal	47	50	53
Mechanical and Construction	39	42	43
Medicine	39	42	46
Emergency	52	59	66
Public Safety	24	25	27
Social Security and Rehabilitation	25	26	28
Career Executive Appointment	44	67	72
TOTAL	31	34	38

GENERATIONAL LABELS

Traditionalists

1900 to 1945

Baby Boomers

1946 to 1964

Generation X

1965 to 1980

Generation Y

1981 to 1999

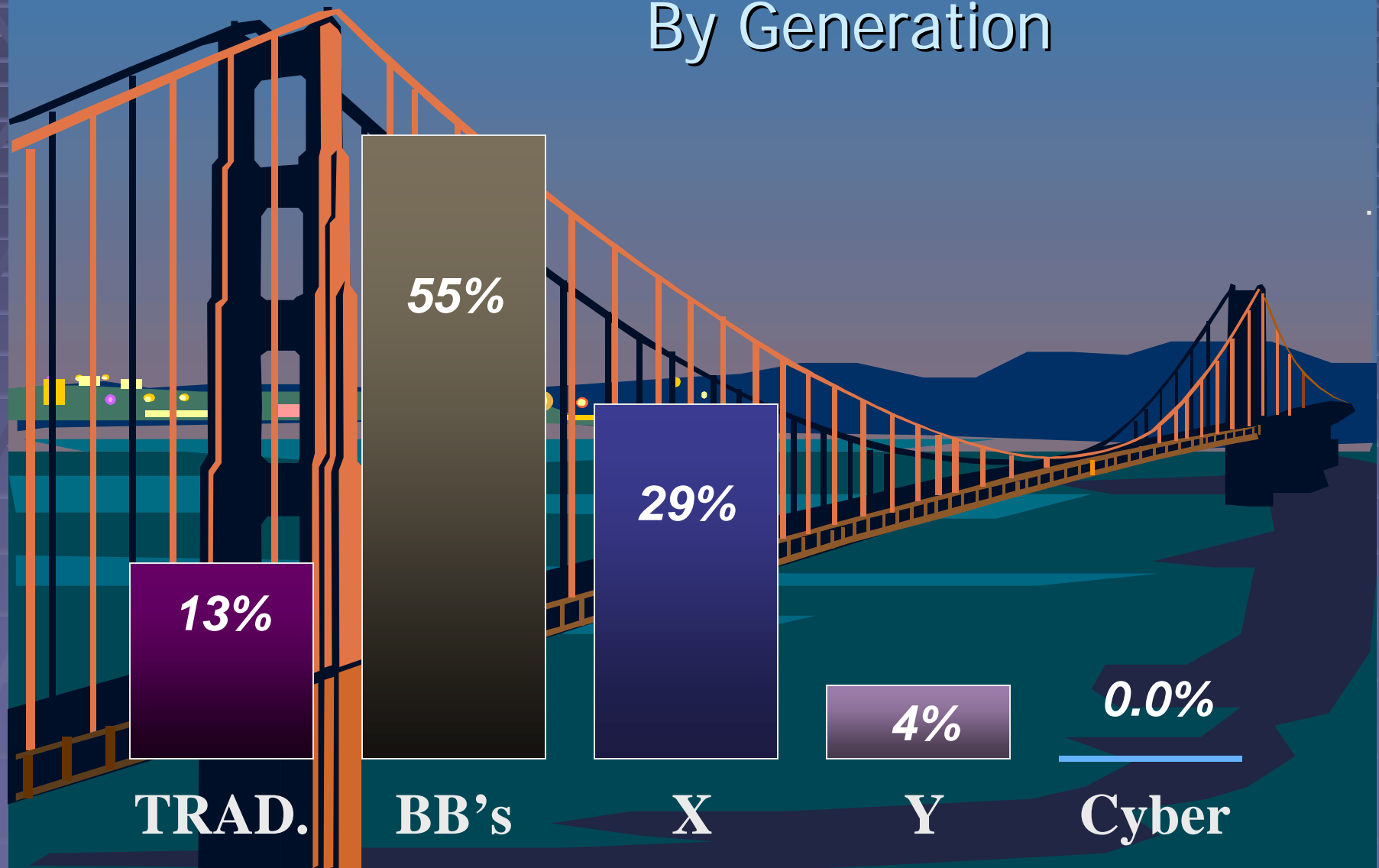
Now or Cyber

2000 to Present



California State Employees

By Generation



Source: State Personnel Board

Generational Needs

TRAD. GEN.	BABY BOOMERS	GEN. X	GEN. Y
Clearly Defined Structure	Participative Management	Balance	Flexibility
Respect for their Knowledge	Empowerment	Flexible Work Schedules	Independence
Measurable Goals	To be Personally cared about by Management	Casual Relationships with Authority	Fun
Mature Technology Trainers	To be in Charge of Something	State of the Art Technology	Casual Workplaces with State of the Art Technology

Source: Ron Zemke, Claire Raines, Bob Filipczak

Generational Perspectives

	TRAD. GEN.	BABY BOOMERS	GEN. X	GEN. Y
OUTLOOK	Practical	Optimistic	Skeptical	Hopeful
WORK ETHIC	Dedicated	Driven	Balanced	Determined
VIEW OF AUTHORITY	Respectful	Love/Hate	Unimpressed	Polite
LEADERSHIP BY	Hierarchy	Consensus	Competence	Pulling Together
RELATION- SHIPS	Personal Sacrifice	Personal Gratification	Reluctant to Commit	Inclusive
TURNOFFS	Vulgarity	Political Incorrectness	Cliché, Hype	Promiscuity

Source: Ron Zemke, Claire Raines, Bob Filipczak

Job Applicant Recruitment/Hiring - Today

<u>What</u>	<u>How</u>	<u>Timeframe</u>
1. Identify specific class	Website / contact departments	Immediate – 1 month
2. Locate test (s) announced	SPB or depts. website / bulletin	Immediate – 12 months
3. File application to take test (s)	On-line or mail application	1 – 3 hours
4. Wait for test to be given	Receive letter from SPB or dept.	1 day – 6 months
5. Take test	On-line / in-person	1 day
6. Test results	Letter from SPB / depts.	2 - 8 weeks
7. Search for open positions	SPB website / depts. announcement	1 day – 12 months
8. Apply for specific position (s)	Mail or in-person to SPB / depts.	1 day
9. Hiring Interview/Bkgrd Check	Departments	3 - 8 weeks
10. Job Offer	Departments	Immediate

Total Time To Get a Position = 6 weeks to 3 years

Job Applicant Recruitment/Hiring - Future

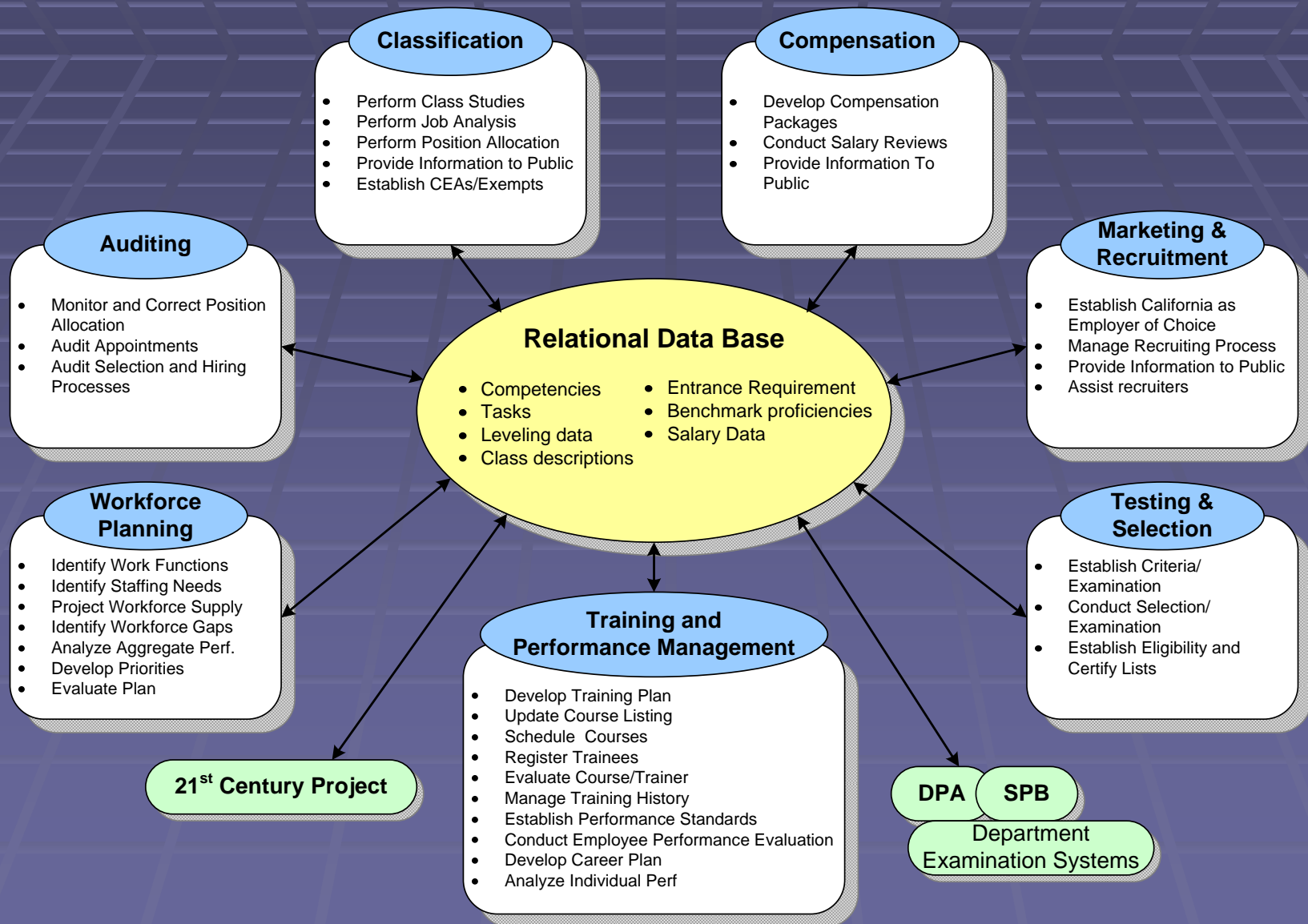
<u>What</u>	<u>How</u>	<u>Timeframe</u>
1. Identify general occupation	On-line	1-2 hours
2. File application	On-line	1-3 hours
3. System match apps to openings	On-line	Immediate
4. Competitive Test with results	On-line or In-person	Immediate 1-30 days
5. Hiring Interview/Bkgrd Check	In-person	1-30 days
6. Job Offer	Telephone/In-person	Immediate

Total Time To Get a Position = 3 - 60 days

The Future

- On-line 24 hour automated application, continuous testing, scoring and interview placement
- Ability to hire and assign applicants to appropriate job based on their competencies
- Classification structure that is flexible and nimble with a clear career path defined and measured by competencies
- Better job/person matches
- Simplified but meaningful performance evaluations
- Certified training opportunities for supervisors/managers to ensure a well qualified/high performance workforce
- Planning for the future using workforce/succession planning methods

HR Modernization Automated Integrated System (AIS)





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- » [Architects](#)
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- » [Inventory staff](#)

Education requirement

- » [None](#)
- » [High-school](#)
- » [2-yr degree](#)
- » [4-yr degree](#)
- » [Graduate degree](#)

Career level

- » [Intern](#)
- » [Entry-level](#)
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- » [\\$25,000 – \\$50,000](#)
- » [\\$50,000 – \\$75,000](#)
- » [\\$75,000 – \\$100,000](#)
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